

RED RIVER ARMY DEPOT

INSTALLATION PROFILE:

Red River Army Depot (RRAD) is the Army's Center of Industrial and Technical Excellence (CITE) for the Bradley Fighting Vehicle System (BFVS), Multiple Launch Rocket System (MLRS) chassis, Tactical Wheeled Vehicles (TWV), Small Emplacement Excavator, Rubber Products, and Missile Recertification. RRAD is the premier remanufacturing facility for the Department of Defense (DoD) in maintenance, repair, and overhaul.

- Located 15 miles west of Texarkana, Texas
- 18,316 acre site
- 1+ million square footage of production space

VISION:

- Be the world class (Lean, Innovative, Learning-Based and Proactive) strategic maintenance component of the Army's seamless, integrated enterprise based sustainment system, supporting joint operations.
- Sustaining and improving joint ground combat power.

MISSION:

- Conduct (light) ground combat and tactical systems sustainment maintenance operations, air defense systems certification, and related support services worldwide for the US Armed Forces and allied/friendly Nations.
- Train and employ the Army's emerging component repair companies.
- Provide essential base support services to Red River Industrial Complex missions.
- Be an active and viable partner in Bowie County, the greater Texarkana Community and the Four States area at large.

PEOPLE:

- Approximately 5,292 RRAD members (civilian, military, contractor)
- Fifteen (15) fulltime Lean core team members.

SAFETY:

- The only Army Materiel Command (AMC) installation whose safety improvements resulted in removal from the DoD top 40 list.
- Reduced Total Case Incident Rate by 24%. This is 20% below the AMC goal of 4.5 and is 64% below the industry benchmark of 9.8.
- Reduced Lost Time Case Incident Rate by 27%. This is 22% below the AMC goal of 1.4 and is 80% below the industry benchmark of 5.5.

ACHIEVEMENTS AND AWARDS:

- 2007 Shingo Gold and Silver Medallion
- 2007 Theodore Roosevelt Compensation Award
- 2006 Shingo Silver Medallion
- 2006 Secretary of Defense Robert T. Mason Award for Depot Maintenance Excellence
- 2006 U.S. Army Material Command Value Engineering Award
- 2006 BAE Systems, Ground Systems Division, Bronze Chairman's Award
- DoD Customer of the Year awarded by Defense Logistics Agency (DLA) Business Alliance
- American Society for Quality International Team Excellence Award Finalist
- ISO 9001-2000 Registration
- ISO 14001 Registration (initiated in FY07, first inspection in Jan 08)
- Conducted 109 Lean events during FY07

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ACHIEVEMENT REPORT PRODUCT:

This achievement report will detail key activities and results based on relevant facts and data for the Heavy Expanded Mobility Tactical Truck (HEMTT). The HEMTT has been the workhorse of the Army's heavy tactical wheeled fleet since the mid-1980's. It has been nicknamed the "Dragon Wagon". Manufactured by the Oshkosh Truck Corporation, the HEMTT is a series of 10-ton, eight-wheel-drive vehicles. There are five basic configurations of the HEMTT series truck. The HEMTT provides transport capabilities for replenishment of combat vehicles and weapons systems. This vehicle family is rapidly deployable and is designed to operate in any climate condition where military operations are expected to occur.

PROCESSES:

During the past 4 years, the HEMTT production areas were transformed into a one-piece low operation by incorporating Lean doctrine and techniques. RRAD has established a teaming agreement with Oshkosh Truck Corporation. The agreement commits to a partnership of the remanufacture and upgrade of the HEMTT fleet. When a HEMTT arrives at RRAD for recapitalization, which carries the vehicle to zero miles/zero hours status, it goes through a multi-cell production line. At each cell, standard work is posted with tasks identified. When these tasks are accomplished the vehicle is ready to continue down the assembly line. This approach guarantees the seamless integration of Lean strategy at every level. Using Lean tools, RRAD is able to produce HEMTT vehicles in less production time and space. This has enhanced the depot's capability to adapt to an increase or decrease in the customer demand.

PROCESSES CONTINUED:

During FY07, the planned future state for the HEMTT vehicle was initiated. The HEMTT will evolve into a mixed model line that produces 6 different vehicles which includes 26 different variants.

QUALITY:

By implementing Lean doctrines and techniques, trend analysis shows significant reduction in the number of internal quality defects.

- Reduced HEMTT rework from FY06 to FY07 by 51%.

DELIVERY:

- Met or exceeded delivery requirements of assets in FY04, FY05, FY06, and FY07.

PRODUCTIVITY:

HEMTT flow days have decreased from an average of 120 calendar days at the beginning of the Lean journey to an average of 30 calendar days in FY07, resulting in a 75% cycle time improvement.

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